



Government of
Saskatchewan

Annual Report 1985 - 1986

**New
Careers
Corporation**



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LETTER OF TRANSMITTAL

Regina, Saskatchewan

To His Honour,
The Honourable Frederick W. Johnson,
Lieutenant Governor of the Province
of Saskatchewan

Sir:

I have the honour to submit herewith the annual report of New Careers Corporation for the period May 1, 1985 to April 30, 1986, including financial statements for the year duly certified by the Provincial Auditor, in a form approved by the Treasury Board, all in accordance with the Crown Corporations Act 1978.

Respectfully submitted,

Colin Maxwell

Colin Maxwell,
Minister Responsible for
New Careers Corporation



CHAIRMAN'S REMARKS

The second year of operation of the New Careers Corporation has been rewarding and productive. Our training and job experience program is assisting our trainees in gaining the skills and self-confidence needed to become employable as productive citizens of our province. We feel our program is unique and innovative and a recent independent evaluation of the New Careers program confirms that our integrated job experience and training program is probably the most advanced in North America.

Our crews have made significant progress in construction of our projects during the past year. A road has been cleared and constructed through dense forest at our project at Meadow Lake Provincial Park. The marina at Elbow Harbour was operational in July 1985 and planning for the adjacent 18 hole golf course is well underway. A 100 boat marina has been started at Rowan's Ravine Provincial Park. All of these projects are expected to be completed in 1987.



Edward J. Brady

ORGANIZATION

New Careers Corporation is governed by a board of directors which includes members from the provincial departments of Social Services, Advanced Education and Manpower, and Parks and Renewable Resources. The Chairman of the Board is from the private sector and the Vice-Chairman also serves as Chief Executive Officer for the Corporation. 19 employees make up the management of the Corporation.

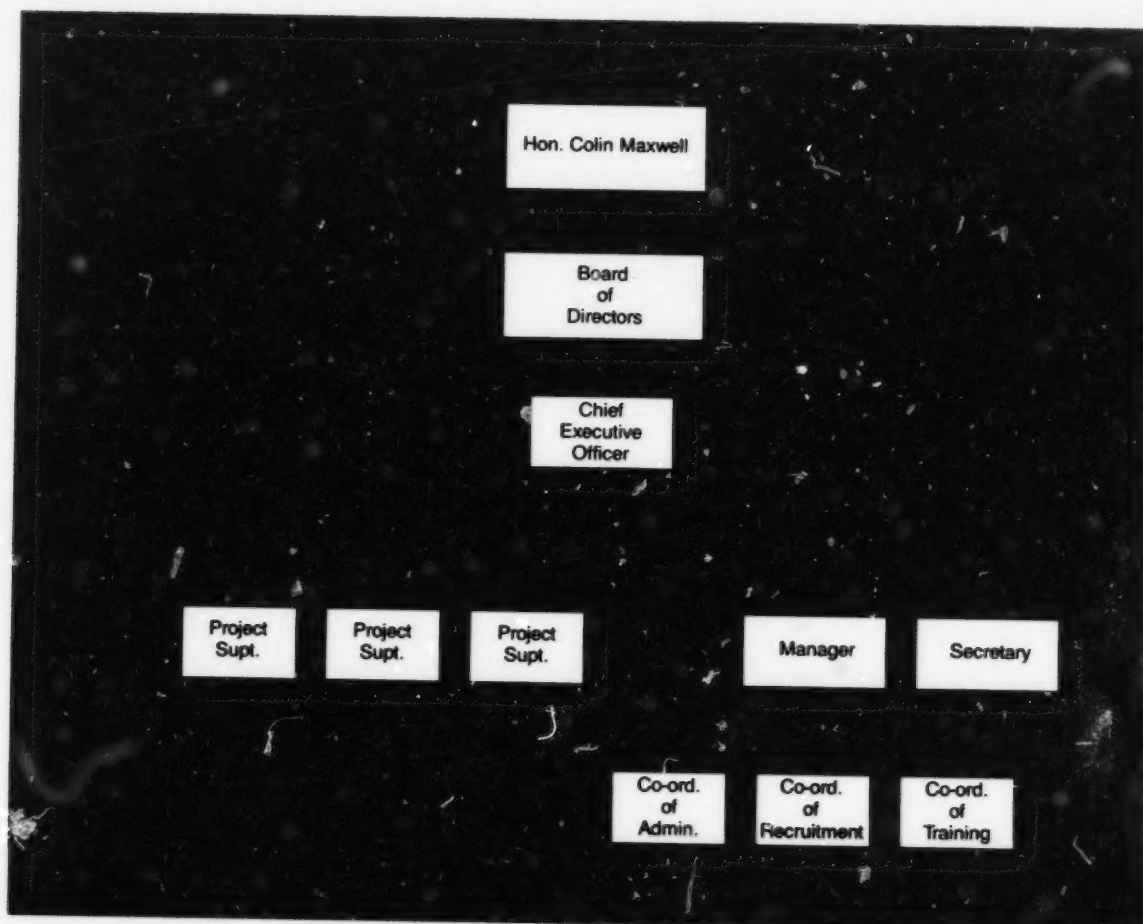
Minister responsible for New Careers Corporation
Honourable Colin Maxwell

Chairman of the Board
Edward J. Brady

Vice-Chairman and Chief Executive Officer
Brian F. Woodcock

Members
Alan Appleby
Ed Evancio
Ross MacLennan
Bill Marr
Dan Cunningham

Manager and Secretary to the Board
Terry A. Lyons



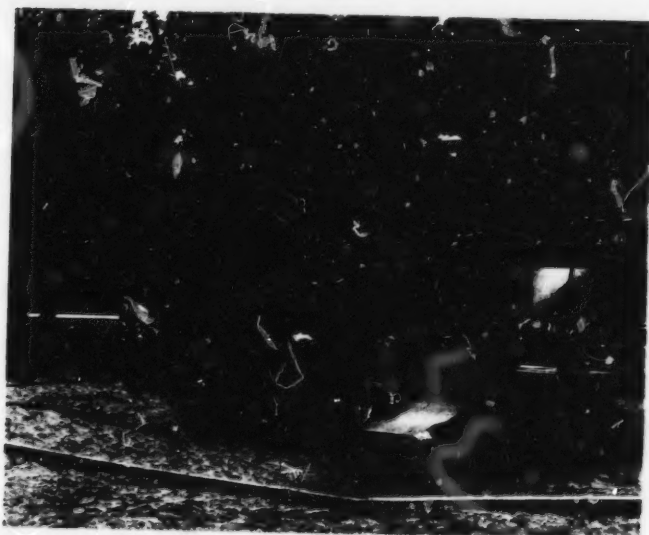
THE CORPORATE PROFILE

New Careers Corporation was established in May of 1984 as a provincial Crown Corporation. The Corporation was created to provide employment and training to individuals in receipt of provincial financial assistance. The Corporation contracted with the Department of Parks and Renewable Resources to construct capital works programs in Meadow Lake Provincial Park, at Lake Diefenbaker, and at Rowan's Ravine Provincial Park. These projects would be used to provide the training and job experience opportunities for the program.

The Corporation established project campsites in or adjacent to small communities in an attempt to provide economic spin-offs and foster public relations. Local suppliers are used whenever possible and heavy construction equipment is rented from private contractors. This policy is designed to provide an additional boost to local economies. The Corporation has found that the policy has been well received by

the local communities which have benefitted from the additional influx of revenues and have become strong supporters of the program as they watch the projects and the trainees develop.

During the first year, the Corporation developed an administrative system, a Career Training Program, began hiring trainees and commenced construction. A great deal of experience was gained by Corporation staff during the first year of operation which led to streamlining of operations during 1985/86. Although the Corporation appeared to be very successful in fulfilling its mandate, the Board of Directors requested that an evaluation of the New Careers program be undertaken to address issues of rationale, achievement of objectives, determine other impacts and effects of the program and to address other program alternatives. The evaluation was undertaken by Brystra Consultants of Regina during January,



Playground structure,
Moose Mountain Provincial Park



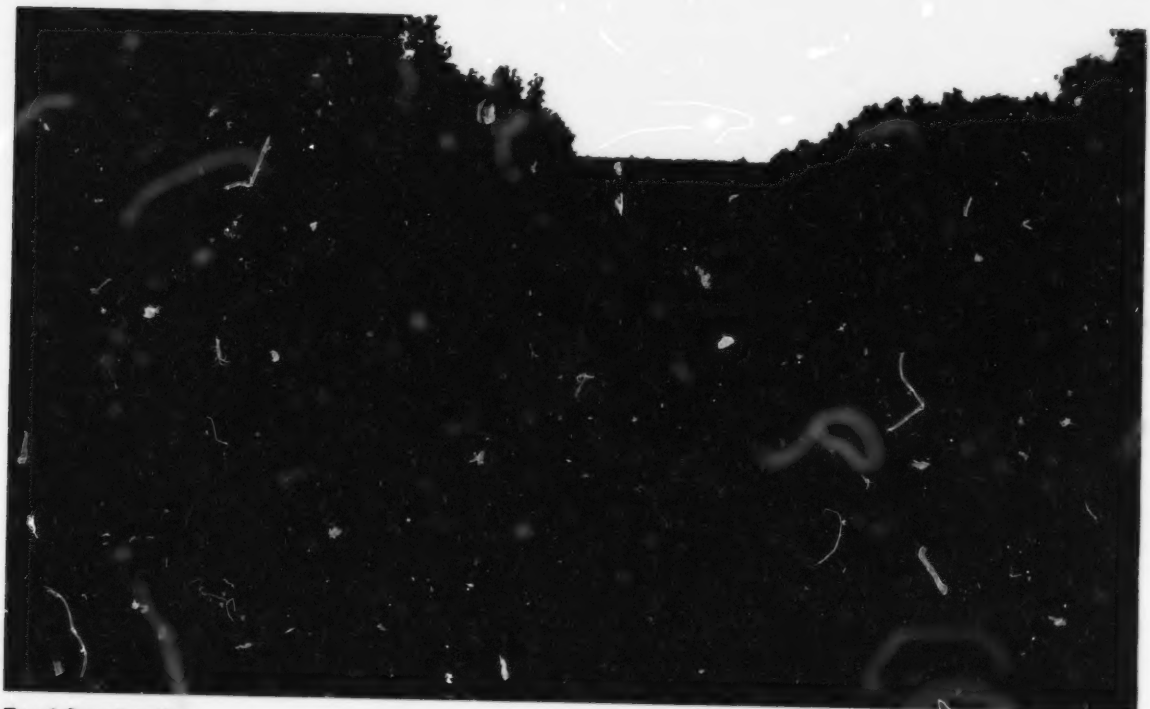
Marina Entrance,
Rowan's Ravine Provincial Park

February, and March 1986 who organized the evaluation according to standard federal and provincial guidelines. The evaluation concentrated on three major program elements: Employment, Career Rehabilitation and Development, and Construction, with additional emphasis on the results of New Careers Corporation's integrated approach to career rehabilitation and on the job experience. The major findings of the evaluation included:

- NCC has trained 154 people to date and has slightly exceeded its planned person-year training targets.
- NCC shows great promise as a means of upgrading in the transitional stage between training and steady employment.
- NCC's mix of on the job and class-room training follows the recommendations of many major evaluations of related Canadian and U.S. programs in recent years. It integrates personal and social development with formal and on-the-job training.

- The NCC experience has had profound impacts on the lives of some trainees through their development of: career plans, trade skills, health, friendships, vision, and self esteem.
- Basic NCC construction costs are close to, and perhaps slightly below, the regular market.
- It is important to recognize that NCC appears to be the most advanced program of its type in North America.

During the first two years of the program, the Corporation has demonstrated that unskilled social assistance recipients can be productive and construct projects on a comparable level with the private sector. The program can be considered to be a successful provincial government initiative to develop a long term, cost effective solution to combat long term unemployment by providing on-the-job training and career development counselling for individuals with multiple barriers to employment.



Road Construction,
Meadow Lake Provincial Park

NCC'S DEVELOPMENT MODEL

The objective of NCC's career development program is transfer of the full range of skills required to move trainees from dependence on provincial financial assistance to independence. The standard for performance is the trainee who increases their employability to become job ready and 'graduates' from NCC to a steady job in their chosen field.

NCC initiates referrals from the Department of Social Services by submitting requests for people to fill the positions it expects to have available at the project sites. The Assessment Placement Units (APU's) of the Department of Social Services then attempt to match the characteristics of the NCC jobs with qualified people from the APU inventories of employable assistance recipients. Lists of suitable candidates are submitted to the NCC Coordinator of Recruitment and Counselling for further screening and interviews. The Corporation has two critical factors when interviewing applicants; these are attitude and suitability for the program. All other factors such as experience and education are

secondary. Once hired by NCC, the trainee receives an orientation briefing and is assigned to a project site. All trainees start work with NCC at the minimum wage level. An initial probationary period of three months is used to determine the trainee's suitability to the program. During that period, the trainee is assisted by staff counsellors in development of a Career Plan outlining the type of training that is intended, the objectives in long term employment, and a schedule to meet the various requirements along the way. During periods of institutional training, usually in the winter, trainees are supervised by members of the New Careers instructional staff. As the trainees complete their Career Plans, they enter the NCC Job Finding Club which provides assistance in development of resumes, job search techniques, and interview techniques. Once a trainee graduates from the Corporation, a new trainee is hired and the process repeats itself. Experience has shown that trainees become job ready in about 12 to 24 months.



Road Construction,
Meadow Lake Provincial Park

THE TRAINEES

To date, 154 trainees have been hired by the Corporation. Of those hired, 95% were hired through referrals from the Department of Social Services. Trainees range in age from 18 to 62 years with the average age at the time of hiring remaining at 31 years as was the case in the first year of the program. The average trainee has five years of work experience and one half of the trainees come to NCC with less than a grade ten education. This has resulted in some trainees beginning their institutional component with an upgrading class to get them to a grade certificate appropriate for the entry requirement of their chosen trade. Trainees meeting the entry standards are placed by the Corporation into their chosen skill program. On average, trainees spend approximately 25% of their time on institutional studies. The rest of the trainee's time is assigned to job sites. At the job sites, much additional training takes place, both in work skills such as operation of equipment and in life skills such as team work and respect for authority. In some cases, personal habits such as punctuality, proper nutrition, and hygiene are improved through participation in camp life.



Marina Construction,
Rowan's Ravine Provincial Park

It is significant to note that although many trainees have significant barriers to employment including inadequate job skills, education, self-discipline, and lack of self confidence, they show a willingness to learn and to strive to improve themselves. Construction work is difficult work at the best of times and it is gratifying to note that the majority of trainees willingly work hard under adverse conditions to reach their goals.

During 1985/86, 42 trainees took 52 courses at various institutions throughout the school term. Of the 42 trainees, 27 successfully completed courses, 16 were continuing into 1986/87, and seven trainees failed to complete their courses. This represents a success rate of 87% of the trainees completing or continuing in scheduled courses and a drop-out/failure rate of only 13%.

During 1984/85, the first year of the Program, 7% of the trainees completed Career Plans and graduated. This year, 12% of the trainees graduated to full-time employment outside the Corporation. As greater numbers of trainees reach 18 to 24 months in the Program, the Corporation expects a significant increase in graduations during 1986/87.



Trainee Instruction Session

THE PROJECTS

The Camp at Goodsoil was established to undertake construction in the Meadow Lake Provincial Park. The project includes construction of a 20 km road running east-west along the north side of Lac des Isles connecting to the existing park roads, construction of a 160 foot timber bridge, and construction of a 120 site campground on the north shore of Lac des Isles. During fiscal year 1985/86 approximately 16 km of road have been constructed, the campground has been cleared, access roads constructed, and a beach area cleared. The balance of the road, 2½ miles to be constructed in 1986/87, was cleared by hand during the winter. An additional benefit was provided by the contractor renting heavy equipment to the Corporation on this project. Maintenance of the rental equipment was the contractor's responsibility and he became an instructor to the trainees in proper maintenance and repair of the heavy equipment. One trainee in particular used this opportunity and took courses in becoming a diesel mechanic. This spirit is typical of the suppliers, contractors, and subtrades that carry out work on our projects.

The camp at Elbow was established to undertake improvements at Lake Diefenbaker. The work consists of construction of a major marina in Elbow Harbour to accommodate 120 boats initially with expansion potential to 200 boats, construction of an 18 hole, irrigated golf course adjacent to the marina, upgrading of facilities at Douglas Provincial Park, Tufts Bay, and Saskatchewan Landing. In the second year at this location the Elbow marina is operational and a boat launch, access road, entry kiosk, and fish filleting station have been constructed at Douglas Park. A boat launch, parking lot, and landscaping improvements were also constructed at Tufts Bay.

The Regina Beach project was to undertake improvements to the abandoned railway right of way between Regina Beach and Valeport. This project was suspended pending resolution of the land disposition. The crews were reassigned to construct a marina at Rowan's Ravine Provincial Park. The project consists of construction of a 100 boat marina, parking lot, breakwater, landscaping, and provision of water and power to the site. The crew from Meadow

Lake commenced excavation of the basin in November in -30°C weather using conventional road building equipment and completed this phase in January. Construction of the retaining walls by the Regina crew started in February and was completed in April with the marina operational in May. Work on this project is continuing with completion estimated for April of 1987.

All of the work on these projects is undertaken by trainees under close supervision of the Superintendent and Foremen.

During fiscal year 1985/86, NCC contracted in July to design and build a Youth Offenders Camp at Kenosee Lake for the Department of Social Services. Construction of the 4000 square foot, \$276,000 facility was carried out by the Regina crew. Initial clearing and staking out of the site was started on August 12, 1985. The construction of the wood-framed building was completed on February 27, 1986 and turned over to the Department of Social Services. The facility houses 14 young offenders and three staff members.

Electrical and mechanical subtrades and painting was handled by local firms with the balance of the work carried out by trainees, eight of them new recruits for this job.



**Roof Construction,
Youth Offenders Facility**

AUDITOR'S REPORT

To the Members of the Legislative Assembly
of Saskatchewan

I have examined the statement of receipts, payments and cash (deficit) balance of the New Careers Corporation for the year ended April 30, 1986. My examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as I considered necessary in the circumstances.

In my opinion, this financial statement presents fairly the balance of cash of the Corporation as at April 30, 1986 and its receipts and payments for the year then ended in accordance with the accounting principles disclosed in note 1 to the financial statement applied on a basis consistent with that of the preceding year.

Regina, Saskatchewan
January 9, 1987.



W.G. Lutz, F.C.A.,
Provincial Auditor

FINANCIAL REPORT

NEW CAREERS CORPORATION STATEMENT OF RECEIPTS, PAYMENTS, AND CASH (DEFICIT) BALANCE FOR THE PERIOD ENDED APRIL 30

	1986	1985 (Note 6)
RECEIPTS		
Grants: Department of Parks & Renewable Resources	\$2,610,000	\$3,864,000
Rental receipts	15,132	—
Investment receipts	85,327	20,710
Contractual receipts	591,455	152
Proceeds from maturing short-term investments	499,062	—
	<u>3,800,976</u>	<u>3,884,862</u>
PAYMENTS		
Operations		
Executive administration	130,392	82,073
Administrative	243,440	213,034
Training	225,536	124,164
Travel advances issued to staff	2,136	—
Capital Construction Projects		
Training employee wages	787,142	417,908
Supervisory salaries	356,169	236,345
Project design costs	85,605	179,213
Supplies and materials	868,557	657,071
Support equipment	203,554	107,697
Major equipment rental	448,924	327,375
Meals, camp operations and camp mobilization	218,084	294,999
Timber lands (service labour contracts)	141,695	758,619
Equipment repair and overhaul	7,385	—
Investing Activities		
Purchases of short-term investments	—	499,062
Purchase of shares	—	15
	<u>3,718,619</u>	<u>3,897,575</u>
Excess of receipts over payments (payments over receipts)	82,357	(12,713)
Balance of cash (deficit), beginning of period	(12,713)	—
Balance of cash (deficit), end of period	<u>\$ 69,644</u>	<u>\$ (12,713)</u>

NOTES TO THE FINANCIAL STATEMENTS

NEW CAREERS CORPORATION

NOTES TO THE FINANCIAL STATEMENTS

APRIL 30, 1986

1. Accounting Policies

(i) Basis of Accounting

The accounts of the Corporation are maintained on a cash basis, where receipts are recorded when received and payments are recorded when made.

(ii) Fixed Assets

The Corporation includes in payments the cost of property, plant and equipment in the period in which payments are made, therefore, no depreciation is provided.

(iii) Capital Construction Projects

In keeping with its mandate, the Corporation has undertaken construction projects in order to provide career training and employment to individuals receiving provincial financial assistance. These construction projects are undertaken by the Corporation according to agreements with the Department of Parks and Renewable Resources and the Village of Elbow.

The payments incurred by the Corporation relating to the projects are recorded when the related payments are made.

As the purpose for undertaking the capital projects is to provide career training and employment, the assets created as a result of the projects vest to the other parties in the agreements. Upon termination or expiration of the agreement with the Village of Elbow, the assets created will be transferred to the Village. In consideration the Village has provided the Corporation with the use of land for three years at a nominal fee of \$1. Under the agreement with the Department of Parks and Renewable Resources, the assets created vest to the Department as they are constructed. In consideration, the Department has agreed to provide grant monies for the payments incurred by the Corporation relating to the projects.

2. Incorporation

The New Careers Corporation was established by Order-In-Council No. 598/84, May 9, 1984 under the authority of Part I of The Crown Corporations Act, 1978.

3. Related Party Transactions

In accordance with established government practice, the Corporation has not been charged with certain occupancy and administrative costs. These costs have been absorbed by the Department of Supply and Services.

Other transactions with Saskatchewan Crown controlled departments, agencies and corporations are conducted at prevailing market prices.

4. Investments and Shares

As at April 30, 1986, the Corporation held short-term investments totalling nil (1985: \$499,062) and shares in a credit union totalling \$15 (1985: \$15).

5. Commitments and Obligations

As at April 30, 1986, the Corporation had accounts payable and accrued liabilities totalling \$520,053 (1985: \$487,473).

6. Comparative Figures

The figures presented for the period ended April 30, 1985 represent receipts and payments from the date of incorporation, May 9, 1984 to April 30, 1985.



Elbow Harbour Marina